

# Government Customer Support Conference

October 22-24, 2002  
Sheraton Premiere  
at Tysons Corner  
Vienna, VA

Enabling Call Center and Help Desk Excellence in the Public Sector

customer  
support

## CONFERENCE CO-CHAIRS

Join us for this exciting new event  
designed specifically for the government!



**Dr. Jon Anton**

Director of Benchmark Research  
Purdue University's Center for  
Customer-Driven Quality

**Program Focus:** Call Center  
(External Support)



**Daryl Covey**

Hotline Manager  
NEXRAD Radar Operations Center

**Program Focus:** Help Desk  
(Internal Support)

## INCOMPARABLE EDUCATIONAL OPPORTUNITY

- **Understand the components** of world-class support
- Effectively **adapt private practices** to an agency's missions (CRM)
- **Move call centers** from back office support to the front-line of the agency
- Discover the fast paced **evolution of electronic customer "touch points"** for e-government centers of the future: e-mail, Web chat, fax, mail and the Internet
- **Develop and benchmark** key performance indicators (KPIs) for your government initiatives
- **Calculate a credible ROI** for contact center enhancements
- **Write a business case** to senior officials for investing in customer support
- **Develop a framework** for providing cost effective support to meet customer expectations and increase organizational effectiveness

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# Government Customer Support Conference

## EVENT OVERVIEW

**This is the ONLY customer support event geared to the unique needs of the public sector.** It is designed to provide attendees like you at Federal, state, and local levels of government with the tools and techniques needed to ensure top levels of internal and external customer support.

Join co-chairs and industry leaders, Daryl Covey, Hotline Manager at NEXRAD Radar Operations Center and Dr. Jon Anton, Director of Benchmark Research at Purdue University's Center for Customer-Driven Quality for an exciting journey to customer support excellence in the public sector.

Whether you operate your customer contact center internally or outsourced, this conference will provide answers to your toughest support challenges including:

- Mastering the unique challenges of government customer support
- Best practices in customer support management, both public and private
- How to stay apace of today's constantly evolving service trends
- Current and future practices that work best for internal and external customer support.

## Who Will Be There?

Attendees will represent all levels of the hierarchy at all levels of Government, including:

- Department and Agency CIO's
- Government Help Desk Professionals
- Government Call Center Professionals
- Contracting Officers of Outsourced Government Help Desks and Call Centers
- Government Customer Service and Support Managers at All Levels
- Government Managers of Technical Support
- All Others Interested in Excellence of Government Customer Service and Support

## Attendees Will Walk Away With

Attendees at this landmark event will take home a clear understanding of:

- Today's optimized roles of people, process and technology in creating happy, productive customers
- The role of customer focus in matching service quality with the best in industry
- The evolving roles of knowledge management and "e" in customer support
- How to identify with and delight the Government's customer
- Ways to motivate, empower and retain Government customer support professionals
- Today's government directions in customer self-help

## Benefits Specific to Each Program Focus

Attendees in the Help Desk (Internal Support) program track, lead by co-chair, Daryl Covey, will learn how to:

- Build consensus among support stakeholders in a compartmented government
- Build bridges to support partners and internal customers in the public sector
- Implement support processes that work!

Attendees in the Call Center (External Support) program track, lead by co-chair, Dr. Jon Anton, will learn how to:

- Survey and apply customer satisfaction in the public sector
- Develop successful knowledge management in the public sector
- Effectively find and implement the right technology for your federal customer support operation

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FOR EXHIBITING INFORMATION VISIT  
<http://exhibit.dci.com/govcs>

# Enabling Call Center and Help Desk Excellence in the Public Sector

## Additional Conference Features, Networking Opportunities and Special Activities

- Attendees will receive a **comprehensive report** comparing Federal, State, and Local Government call centers to private industry - conducted by Dr. Jon Anton of Purdue University.
- Take this opportunity to **network with your peers** across the public sector and speak one-on-one.
- Compare and test drive **leading customer support technologies and services** at the Product Showcase.
- See and hear **real-world case studies** from public sector organizations that are doing it right as they discuss.
- Learn from **visionary keynote presenters** as they share their thoughts and research on current and future government Help Desk and Call Center trends.
- Attend **expert panels and dynamic how-to sessions** featuring industry leaders to discover what opportunities are available for your Help Desk or Call Center.

## Conference Co-Chairs



### DR. JON ANTON

Director of Benchmark Research  
*Purdue University's Center for Customer-Driven Quality*  
**Program Focus:** Call Center (External Support)

Dr. Jon Anton is with the Department of Consumer Sciences at Purdue University and is a researcher in the Center for

Customer-Driven Quality. He specializes in enhancing customer service strategy through inbound call and e-Business centers using the latest in telecommunications (voice) and computer (digital) technology. He also focuses on using the Internet for external customer access, as well as Intranets and middleware. For the past five years, Dr. Anton has been the principal investigator of the annual Purdue University Call Center Benchmark Research Report. This data is now collected at the BenchmarkPortal.com Web site where it is placed into a data warehouse that currently contains over one million data points on call center and e-Business center performance.



### DARYL COVEY

Hotline Manager  
*NEXRAD Radar Operations Center*  
**Program Focus:** Help Desk (Internal Support)

Daryl Covey has managed the NEXRAD Hotline for 12 years, during which the Hotline staff has been recognized with the

National Weather Service Modernization Award, three National Oceanic and Atmospheric Administration Bronze Medals, the U. S. Department of Commerce Customer Service Excellence and Silver Medal Awards, the Vice President's Hammer Award, the Federal Agency Excellence Award from Government Computer News Magazine and countless expressions of appreciation from customers worldwide throughout the Department of Defense, National Weather Service and Federal Aviation Administration worldwide. Daryl is the founder and facilitator of the Federal Help Desk Registry, Federal Help Desk and Call Center News and Federal Help Desk Forums.

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## CONFERENCE PRODUCER



### Digital Consulting Institute (DCI)

educates the world's IT community and

has earned its reputation as a world leader in high technology education, trade shows and management consulting. DCI is focused on creating unbiased, comprehensive and cutting-edge computer software, hardware and communications education. The company conducts the highest profile technology shows for users and professional developers of information technology.

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# KEYNOTE ADDRESSES & PLENARY SESSIONS

## Tuesday, October 22, 2002

9:00 - 9:30 am

### Welcome and Opening Remarks



**Dr. Jon Anton**, Director of Benchmark Research, *Purdue University Center for Customer-Driven Quality*



**Daryl Covey**, Hotline Manager, *NEXRAD Radar Operations Center*

Dr. Jon Anton and Daryl Covey, conference co-chairs, will welcome you and open this landmark event in an impressive style with a preview of the talent, topics and events you'll

experience over the next two and a half days.

9:30 - 10:20 am

### KEYNOTE ADDRESS: E-Gov Channel Convergence with a Citizen-Centric Focus



**Casey Coleman**, Chief Technology Officer, Office of Citizen Services, *U.S. General Services Administration*

In recent years, the multiplicity of methods that the public can use to connect with and obtain information and services from the government has grown significantly. With

this growth has emerged the need to present a simplified, consistent and citizen-friendly face to the public. GSA's Office of Citizen Services (OCS) provides a critical link in the Federal E-Gov effort to use technology to make government more accessible and responsive to citizens regardless of how they choose to interact with it.

#### KEY ISSUES

- Understand the different approaches that government needs to take for its customer base to provide what in the business world are primarily profit-driven services
- Discuss the need to change management techniques to overcome organizational obstacles to achieve an enhanced level of service to the public
- Review the Federal approach to converting an existing Call Center to a modern Citizen Contact Center to manage toll-free, Web, e-mail and fax communications with citizens

## Wednesday, October 23, 2002

9:00 - 9:50 am

### KEYNOTE ADDRESS: The Accessibility Revolution



**Steven Kelman**, Professor of Public Management, Harvard University, *John F. Kennedy School of Government*

A revolution has occurred in the last decade in government's attitude about how it interacts with citizens, as the once-new phrase "customer service" has become part of government's everyday vocabulary. But with advances in accessibility to information, answers to questions and the ability to transact business in the private sector, government is still struggling to avoid falling too far behind. This keynote will address the implications of the accessibility revolution for you as a government manager.

#### KEY ISSUES

- Technology and customer service - it's a new world!
- Making the case to top leadership about the benefits of investments in accessibility
- Customer service and employee empowerment

11:00 - 11:50 am

### PANEL: e-Support Panel Discussion

A diverse panel of experts from Government and industry will review progress, successes and lessons learned in providing Government customer support online. Come and hear what's been learned from experience. Bring your toughest questions regarding online support for them to address. It's a great opportunity to get advice on your electronic support ideas and initiatives!

## Thursday, October 24, 2002

8:00 - 8:50 am

### Working Group Reports

Wednesday morning's peer working groups will summarize their findings, recommendations and lessons shared on today's top challenges in public sector customer support. Hear how the solutions and experience compare and vary among levels of government and types of support provided, across government. Continental breakfast will be served during the session.

11:30 am - 12:00 pm

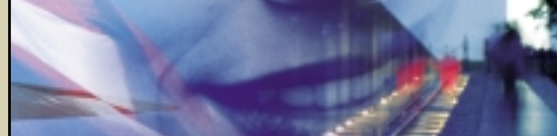
### Leading Edge Award Presentation / Conference Wrap-up

**Dr. Jon Anton**, Director of Benchmark Research, *Purdue University Center for Customer-Driven Quality*

**Daryl Covey**, Hotline Manager, *NEXRAD Radar Operations Center*

We'll recognize the top government Help Desks from among those nominated, recap the highlights of the conference and preview next year's event. Join us for the closing ceremonies — and some neat surprises!

# CONFERENCE SCHEDULE



## Sunday, October 20, 2002

8:00 - 8:50 am	Registration
9:00 am - 4:00 pm	<b>Pre-Conference Seminar:</b> Certified Help Desk Manager™ (CHDM) Day One, STI Knowledge, Inc.™

## Monday, October 21, 2002

9:00 am - 4:00 pm	<b>Pre-Conference Seminar:</b> Certified Help Desk Manager™ (CHDM) Day Two, STI Knowledge, Inc.™
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## Tuesday, October 22, 2002

8:00 - 8:50 am	Registration	
9:00 - 9:30 am	<b>Welcome and Opening Remarks</b> , Dr. Jon Anton, <i>Purdue University Center for Customer-Driven Quality</i> and Daryl Covey, <i>NEXRAD Radar Operations Center</i>	
9:30 - 10:20 am	<b>Keynote Address:</b> E-Gov Channel Convergence with a Citizen-Centric Focus, Casey Coleman, <i>U.S. General Services Administration</i>	
10:30 - 11:50 am	<b>CALL CENTER TRACK (EXTERNAL)</b> <b>Chair Address:</b> Developing Citizen Touch Points - The New Government Mandate, Dr. Jon Anton, <i>Purdue University Center for Customer-Driven Quality</i>	<b>HELP DESK TRACK (INTERNAL)</b> <b>Chair Address:</b> Today's Government Customer Support and Tomorrow's Directions, Daryl Covey, <i>NEXRAD Radar Operations Center</i>
12:00 - 1:20 pm	Networking Lunch / Awards - Best Government Call Centers, Presented by BenchmarkPortal	
1:30 - 2:50 pm	<b>Case Study:</b> Navy Federal Credit Union - Getting the Most from Our Workforce, Dee Kirby, <i>Advanced Technologies, President's Office</i>	<b>How to Write a Business Case for Investing in Customer Support to Senior Officials</b> , Pete McGarahan, <i>STI Knowledge Inc.</i>
3:00 - 4:20 pm	<b>Case Study:</b> IRS - Reinventing Call Center Operations, Ron Watson, <i>Wage and Investment Division-Internal Revenue Service</i>	<b>Selecting and Implementing the Right Customer Support Technology</b> , Eugene Ball, <i>Help Desk Solutions, Inc</i>
4:30 - 6:30 pm	Networking Reception / Visit the Product Showcase	

## Wednesday, October 23, 2002

8:00 - 8:50 am	<b>CALL CENTER TRACK (EXTERNAL)</b> Call Center Facilitated Working Sessions / Continental Breakfast	<b>HELP DESK TRACK (INTERNAL)</b> Help Desk Facilitated Working Sessions / Continental Breakfast
9:00 - 9:50 am	<b>Keynote Address:</b> The Accessibility Revolution, Professor Steven Kelman, <i>Harvard University, John F. Kennedy School of Government</i>	
10:00 - 10:50 am	<b>Case Study:</b> GTSI - Service & Support Performance Management 101, Scott Friedlander, <i>GTSI</i>	<b>Case Study:</b> City of Bellevue, Washington - Training Your Staff, Empowering Your Organization, Mary Kay Wegner, <i>City of Bellevue, Washington</i>
11:00 - 11:50 am	<b>Panel:</b> e-Support Panel Discussion	
12:00 - 1:50 pm	Networking Reception / Visit the Product Showcase	
2:00 - 3:20 pm	<b>Time to Soar!</b> , Michael Tamer, <i>Tamer Partners Corporation</i>	<b>Delivering World-Class Support in a Government Environment</b> , Rodger Baker, <i>Lockheed Martin</i>
3:30 - 4:50 pm	<b>Case Study:</b> End User Best Practice	<b>Phone, Mail, Email or Web - How to Best Survey Your Support Customers</b> , Dr. Frederick Van Bennekom, <i>Great Brook Consulting</i>

## Thursday, October 24, 2002

8:00 - 8:50 am	Working Group Reports / Continental Breakfast	
9:00 - 9:50 am	<b>CALL CENTER TRACK (EXTERNAL)</b> <b>CRM in Government: Does It Really Work?</b> , Shane Harris, <i>Government Executive Magazine</i>	<b>HELP DESK TRACK (INTERNAL)</b> <b>Knowledge Mapping Techniques - New Tools for Improving Your Customer Support Management</b> , John Tieso, <i>Tieso &amp; Assoc., Inc.</i>
10:00 - 11:20 am	<b>311: Improving the Delivery of City Services</b> , Theodore F. O'Keefe, <i>City of Chicago</i>	<b>Knowledge Management - Lessons in Excellence from the Private Sector</b> , Ivy Meadors, <i>High Tech High Touch Solutions, Inc.</i>
11:30 am - 12:00 pm	<b>Leading Edge Award Presentation / Conference Wrap-up</b> , Dr. Jon Anton, <i>Purdue University Center for Customer-Driven Quality</i> and Daryl Covey, <i>NEXRAD Radar Operations Center</i>	

## Thursday, October 24, 2002 — Post Seminars

1:00 - 5:00 pm	<b>Post-Conference Seminar:</b> Top 10 Tips for e-Service and e-Support, Ivy Meadors, <i>High Tech High Touch Solutions, Inc.</i>
1:00 - 5:00 pm	<b>Post-Conference Seminar:</b> Benchmark Your Call Center "Start to Finish", Dru Phelps, <i>BenchmarkPortal</i>

Tuesday, October 22, 2002

10:30 - 11:50 am

## CHAIR ADDRESS: Developing Citizen Touch Points - The New Government Mandate

**Dr. Jon Anton**, Director of Research,  
*Purdue University Center for Customer-Driven Quality*

In the next few years, government at the federal, state, and local levels will be moving their low-tech Call Centers from back office support to the front-line of the agency. In this migration, the Call Centers are being outfitted with the latest technology in both voice and data applications. In addition, the focus is moving from only telephone calls to all forms of citizen access including email, Web-chat, fax-mail and the Internet. These electronic citizen "touch points" are evolving rapidly, and being integrated into the e-government centers of the future. Today's citizens greatly value timely access to government information that affects their lives. This presentation will focus on the best practices in e-government contact centers.

### KEY ISSUES

- Key performance indicators (KPIs) for a multi-channel contact center
- Benchmarking your KPIs against a peer group
- Converting performance gaps to improvement initiatives
- Calculating a credible ROI for contact center enhancements

1:30 - 2:50 pm

## CASE STUDY ► Navy Federal Credit Union - Getting the Most from Our Workforce

**Dee Kirby**, Research & Development Functions Analyst, *Advanced Technologies, President's Office*

To stay ahead of market demands, companies contact centers must be able to change and grow with the available technologies. One of the most important and expensive assets is their workforce. Navy Federal Credit Union went through an extensive RFP process to upgrade their scheduling and forecasting software and improve workforce management. The extra time and research during the process aided in a smooth and productive transition resulting in both increased productivity and improved agent retention.

### KEY ISSUES

- Discover creative ways to get past the sales hype and to the meat of the product
- Learn possible roadblocks to smooth implementation of technologies directly affecting your workforce
- Discuss the impact of flexibility and how it benefits both the agents and the company
- In a sea of good products, find ways to get the best fit and make the most of it

3:00 - 4:20 pm

## CASE STUDY ► IRS - Reinventing Call Center Operations

**Ron Watson**, Director, Customer Account Services, *Wage and Investment Division-Internal Revenue Service*

The IRS has gone through a dramatic change in its Call Center Operations since 1998 to meet the customers' demand for accurate, timely assistance. To update and streamline a very large and complex operation into one that is more responsive to taxpayer needs and expectations, the IRS took on a monumental effort to reinvent their Call Center Operations. They introduced new technology, specialized Customer Service Representatives and Call Centers, reduced the number of call sites and linked the sites across the Enterprise, allowing the IRS to be more adaptable to the needs of different customers regardless of the communication medium, topic or time of year.

### KEY ISSUES

- Learn how to reinvent a Large Call Center Operation
- Reduce your number of Sites
- Introduce New Technology- Intelligent Call Manager
- Specialization of Customer Service Representatives and Call Centers
- Standardization of Sites
- Understand how to link Sites across Enterprise

Wednesday, October 23, 2002

8:00 - 8:50 am

## Call Center Facilitated Working Sessions

Separate facilitated working groups for federal, state and local call centers will each identify the best ways of dealing with staffing, motivation, retention and service quality challenges at their respective levels of Government. Bring your ideas, questions and practices — and roll up your sleeves for a highly involved learning experience. This promises to be a highlight of the conference and all participants will receive copies of the final report from their group.

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10:00 - 10:50 am

**CASE STUDY ▶ GTSI - Plan For Success:  
Service & Support Performance  
Management 101**

**Scott Friedlander**, Vice President, *Technology Teams*,  
*GTSI*

Government organizations and corporate America have invested a lot of money in CRM initiatives and, understandably, are continually monitoring what they're getting for that investment. Learn how to develop knowledge and performance management plans with measurable objectives for improving ROI, call deflection rates, first-call resolutions, ticket closure times and user satisfaction rates. This presentation will cover an action-based ROI model that quantifies the bottom line benefits of providing the right information at the right time to internal and external audiences. In the world of government communications, empowering employees, constituents and partners with quick and accurate answers - whether via email, chat, the web or phone — and does deliver measurable cost savings and relationship benefits.

**KEY ISSUES**

- Learn about knowledge and performance management plans that guide call center and help desk professionals in meeting short-term and long-term budget and service goals.
- Understand how agencies can use new technology tools to monitor and evaluate issues of importance to help define communication strategies.
- How government agencies and corporate America are addressing shrinking budgets and headcount and still maintaining excellent service and support.

2:00 - 3:20 pm

**Time To Soar!**

**Michael J. Tamer**, CEO, *Tamer Partners Corporation*

For too long we have been the “trash can” of the government. We have been the back end solution to dealing with problems that need coordination and vision. We have the technology, the people, the process and the opportunity to make things happen. It's time to be great. It's time to lead. It's OUR time! People make the difference. Come be motivated, entertained and “jazzed up” to drive change in your CRM operation with new ideas and real solutions for your center.

**KEY ISSUES**

- What are the great companies in the private sector doing for their TOP REPS?
- Understanding the roses, daisies and weeds in your contact center
- Effective ways to balance productivity and quality
- Creating real and valuable customer input to your quality program

3:30 - 4:50 pm

**CASE STUDY ▶ End User Best Practice**

Attend this session and hear how a real-world company has addressed their customer support challenges. You will learn the business challenge, the steps they took to overcome the challenge (solutions) and the results! This company will share with you the successes and pitfalls they have learned along the way. Visit <http://www.dci.com/brochure/govcs> for complete details on this case study.

**Thursday, October 24, 2002**

9:00 - 9:50 am

**CRM in Government: Does It Really Work?**

**Shane Harris**, Assistant Technology Editor,  
*Government Executive Magazine*

Major corporations such as airlines, banks and hotels use customer relationship management (CRM) tools and techniques to squeeze more revenue out of their best customers. Now government agencies are drawing on CRM to define a new approach to constituent service. But are agencies effectively adapting private practices to their public missions, or is government still less businesslike than many people think?

**KEY ISSUES**

- What progress agencies have made using CRM, and how have they adapted the technology to serve every citizen?
- What do government employees say about CRM and does it actually work in the public sector?
- In the quest for better constituent service, where does government go from here?

10:00 - 11:20 am

**311: Improving the Delivery of City Services**

**Theodore F. O'Keefe**, Director of 311 City Services,  
*City of Chicago*

Chicago's 311 Customer Service Request system is one of the first and largest of its kind. The system, established in January 1999, was designed to improve the ability of City departments to respond to service requests, from potholes to tree trimming and so Chicagoans could easily take care of non-emergency police matters. The critical elements of the system, including the call center and the technology, will be explored.

**KEY ISSUES**

- Uses 311 as a gateway to information about City events and programs
- Handles some 3.5 million calls per year
- Records and tracks the delivery of some two million city service requests annually





**Tuesday, October 22, 2002**

10:30 - 11:50 am

## **CHAIR ADDRESS: Today's Government Customer Support and Tomorrow's Directions**

**Daryl Covey**, Hotline Manager,  
*NEXRAD Radar Operations Center*

Today as never before, the government support community is key in the lives of all Americans. We'll look into this very large and highly diversified sector of the support industry to examine its roles, scope, uniqueness and where it's headed! Come join us for an exciting journey through the public side of customer support!

### **KEY ISSUES**

- How support professionals massively impact all Americans
- Key distinctions between our community and the rest of the support industry
- Key challenges and promising solutions for the 21st Century
- Resources available to guide your contact center toward excellence

1:30 - 2:50 pm

## **How to Write a Business Case for Investing in Customer Support to Senior Officials**

**Pete McGarahan**, Executive Director, *STI Knowledge Inc.*

Customer support in government continues to struggle through transformation from a reactive "fix-it" unit to a more proactive, customer-focused, efficient and effective entity. Support executives and managers need to spend less time reacting and repeating and more time preventing problems that impact the customer. An integral part of this strategy is writing a business case for investing in this strategy. The business case has become a critical tool for support directors and managers to be able to justify investment in the support organization to senior executives. The business case is a proactive and strategic way for support executives to deal with the impact that change will have on the operations, process, technology and people.

### **KEY ISSUES**

- Identifying what type of support is value-added to your customers
- Learn how to strategically align your support organization with the critical drivers of your agency
- Discover the real benefits of ROI posed by industry trends, directions and best practices
- Realize what the components of a successful business case are, including financial metrics

3:00 - 4:20 pm

## **Selecting and Implementing the Right Customer Support Technology**

**Eugene Ball**, Founder and President, *Help Desk Solutions, Inc.*

The technology used to support your customers can be much more than just a telephone. This presentation will discuss many of the standard industry tools that can improve staff's productivity, staff's satisfaction and customer's satisfaction. Improved staff productivity is a direct measure of ROI. Staff satisfaction provides less staff turn over which indirectly improves both ROI and customer satisfaction. Customer satisfaction is the true measure of how well the customer is being served. In addition this presentation will send you away with a step-by-step process for selecting and implementing the right technology for your customer support center.

### **KEY ISSUES**

- When is the right time to introduce the technology?
- What are the positives and negatives?

**Wednesday, October 23, 2002**

8:00 - 8:50 am

## **Help Desk Facilitated Working Sessions**

Separate facilitated working groups for IT and non-IT Help Desks will each identify the best ways of dealing with staffing, motivation, retention, change management and lifecycle support challenges in their respective support environments. Bring your ideas, questions, and practices — and roll up your sleeves for a highly involved learning experience. This promises to be a highlight of the conference and all participants will receive copies of the final report from their group.

10:00 - 10:50 am

## **CASE STUDY ▶ City of Bellevue, Washington - Training Your Staff, Empowering Your Organization**

**Mary Kay Wegner**, Supervisor, IT Help Desk,  
*City of Bellevue, Washington*

Take a closer look at what the City of Bellevue's Help Desk is doing to deliver on the promise of adding value to the organization. Help Desk Analysts are literally training employees over the City's Intranet. They are taking a more active role in their own training and development as well. Listen in on some creative solutions for training of the Help Desk and by the Help Desk.

### **KEY ISSUES**

- Why training your clients is as important as training your staff
- How to cultivate "trainer" skills in your IT shop
- Low- to no-cost training ideas for your Help Desk analysts



2:00 - 3:20 pm

## **Delivering World-Class Support in a Government Environment**

**Rodger Baker**, Program Manager, *Lockheed Martin*

Government IT and Support Managers are increasingly called on to provide support services at lower cost. Concurrently, the expectations of the customer base is rising as customers access high quality customer support through their contacts with commercial support providers. Managers are increasingly caught between the organizational requirement to provide lower costs, and customer demands for higher quality and more responsive services. This session will address the components of world-class support and provide government support managers with a framework for providing cost effective support that meets customer expectations and increases organizational effectiveness.

### **KEY ISSUES**

- Customer satisfaction determines your success
- The need to provide world-class support is as great in the government as it is in the private sector
- Four essential elements of world-class support
- Aligning these elements to increase support effectiveness and create customer satisfaction

3:30 - 4:50 pm

## **Phone, Mail, Email or Web - How to Best Survey Your Support Customers**

**Dr. Frederick Van Bennekom**, Principal, *Great Brook Consulting*

Customer surveys are a key tool for designing your customer support service offerings and ensuring the quality of your customer support services. They enable you to gauge the support effectiveness of your organization in the eyes of your customers! One of the most key decisions in a survey project is how the survey will be administered. Today, traditional methods of postal mail or telephone are being challenged by alternative electronic methods administered via Web, email or IVR. Which is the best fit for you? Come on in, bring your questions and get some guidance from a top support industry expert on customer surveys.

### **KEY ISSUES**

- Outline the criteria you should consider when evaluating the different survey methods, such as cost, speed, scalability, response rates and flexibility
- Demonstrate examples of each method and highlight their respective strengths and weaknesses
- Learn to leverage the strengths and address the weak points of each type when deciding upon an administrative method

Thursday, October 24, 2002

9:00 - 9:50 am

## **Knowledge Mapping Techniques - New Tools for Improving Your Customer Support Management**

**John Tieso**, President, *Tieso & Assoc. Inc.*

Organizations in the public sector have often been slow to effect change, even when change is critically required. While some of that slowness may be attributed to the "normal" way that Government has been required to do business, more often the slowness of change is simply because management is not aware of the current skills and capabilities within their own organization that might hasten successful change. Knowledge Mapping is one of the newer management tools that can identify, document and make available for reuse the skills, capabilities and expertise of employees in new and different tasks. Learn how to better understand your organization through discovery of critical skills for building successful change.

### **KEY ISSUES**

- Understand what the real capabilities, expertise and core competencies are in your organization
- Learn how to harness employees' skills for change
- Your customers and clients shouldn't know more about your employee skills than you do!

10:00 - 11:20 am

## **Knowledge Management - Lessons in Excellence from the Private Sector**

**Ivy Meadors**, Founder and CEO, *High Tech High Touch Solutions, Inc.*

Would you like to raise your first call resolution rates to 75% or even 85%? Is your Help Desk supplying inconsistent information or duplicating support efforts? Get a handle on the most important revolution in support since the introduction of the Problem Management System. Knowledge Management is a must for any Help Desk. Job definitions, training ideas and coaching suggestions to help you form your team will be reviewed. This session is perfect for the manager who is considering a Knowledge Management initiative or for Knowledge Engineers who are in the preliminary stages of their efforts. Advanced individuals involved in Knowledge Management will get new, valuable ideas too.

### **KEY ISSUES**

- Learn how to assemble a premier knowledge engineering team
- Discuss the current knowledge base technologies for problem resolution
- Learn how to author solutions
- Hear ideas to increase contributions to the knowledge base

# CERTIFIED HELP DESK MANAGER™ (CHDM)



Sunday, October 20, 2002 & Monday, October 21, 2002 — 9:00 am - 4:00 pm

\* You must attend both days of the certification course to be eligible for certification.

## Course Overview

Managers must master the tools and techniques for establishing the customer support center as the focal point for technology in the corporation. Whether implementing a new customer support center or rejuvenating an existing one, the course will present a renewed vision for leading the support team.

Managers will discover how to promote the support organization to customers and management. They will learn the framework for a world-class customer support center, as well as how to build and retain a qualified team of professionals. This two-day course addresses the importance of managing the customer support center's image and exceeding customer expectations by elevating customer care and professionalism.

## Course Objective

In order to be successful, managers must understand their strategic role in the overall business strategy. What the manager does or does not do impacts the company. This class will show the manager how to demonstrate a greater return on investment (ROI), develop and maintain formal procedures for increased productivity and consistency, implement methodologies to improve first contact resolution, manage customer perceptions, and build strong internal relationships. Also addressed: Choosing appropriate technology to maximize effectiveness, and designing and implementing programs for support staff retention.

## Prerequisites

Students should be familiar with the basic concepts of a customer support center, its purpose and the primary tasks it performs. No previous customer support center experience is required.

## Certification Steps

The CHDM Certification consists of two parts: class attendance and a certification exam. Students will have four weeks from the class date to complete the Web-based certification exam. Students are given 27 hours to complete the exam and must achieve at least 90 percent accuracy in order to obtain certification. If necessary, an STI Knowledge Certified Instructor will review the exam and help the participant plan for success.

Content provided by:



## Course Outline

### Establishing the Value of the Customer Support Center

- Changing Management's Perspective
- Defining Cost versus Value
- Understanding the Value of the Customer Support Center
- Increasing Return on Investment
- Becoming a Management Center

### Framework for a World-Class Customer Support Center

- The Mission Statement
- The Service Level Agreement
- Establishing Severity or Priority Levels
- Standard Operating Procedures

### Understanding the Customer Support Center Technology

- Productivity and Measurement Tools
- Knowledge Bases
- Web-Based Tools
- Additional Technical Reference Sources
- Telephone Support Systems
- Selecting Software
- A Technology Evaluation Tool

### Setting Up the Customer Support Center

- Customer Support Center Considerations
- Physical Environment
- Hardware Requirements

### Staffing the Customer Support Center

- Staffing Ratios and Models
- Scheduling
- Hiring Strategies

### Training

- The Importance of Training

### Managing the Customer Support Center

- Building a World-Class Team
- Developing an Effective Management Style
- Power-Based Management
- Coaching Problem Performance
- Process Management

### Marketing the Support Center

- Importance of Marketing Customer Support Services
- Suggested Marketing Tools

## Continuing Education

As a continuing education module, all Certified Help Desk Manager students will be able to select one of the two leading support industry video series: Re-engineering your Help Desk and Creating a Knowledge Center by Cliff Oxford or Journey to Help Desk Excellence by Pete McGarahan. The video series will teach you how to transform your Help Desk into a Knowledge Center. You will receive the tools necessary to build a world-class support organization and become the "CEO" of your support center.

GSA#-GF-35F-0377M



1:00 - 5:00 pm



### **Top 10 Tips for e-Service and e-Support**

**Ivy Meadors**

Founder and CEO

*High Tech High Touch Solutions*

#### **SEMINAR OVERVIEW**

Learn the top 10 tips for implementing e-Service and e-Support in your support center. Customers have more power with more options and are demanding superlative online customer service and support and we need to be able to provide this service by doing more with less. Competition is increasing and the factor to divide the winners from the losers is how effectively you provide e-Customer Service and e-Support. It's how excellent you are at customer relationship management and serving their needs. Using advanced technology including knowledge management coupled with exemplary customer service and support techniques will give you the leading edge to e-Customer Service. In this interactive session you will learn not only how to do more with less but all the major considerations of e-Netiquette. This is a can't miss session. Only the attendees to this session will receive a document on how to implement an e-Service and e-support methodology.

#### **TOPICS TO BE DISCUSSED**

- How to increase your customer satisfaction using the latest e-Customer Service techniques
- How to select the right methodology to address your e-Customer Service and e-Support needs
- Learn how to sell the value of e-Customer Service and Support

#### **ATTENDEES WILL WALK AWAY WITH:**

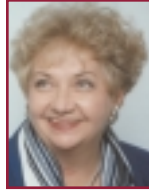
- An understanding of how to differentiate your e-Customer Service and e-Support offerings
- Many invaluable resources including templates and hand-outs
- Knowledge of how communication online is different from communication on the phone

#### **ABOUT THE SEMINAR PRESENTER**



Ivy Meadors, with over 25 years of experience, is a seasoned consultant in the Help Desk, Service and Support industry and is considered one of the industry's most respected leaders. She is an internationally recognized motivational speaker and carries the title of Professional Speaker as recognized by the National Speakers Association. She is the CEO and founder of High Tech High Touch Solutions, Inc.TM (HTHTS), a full-service, vendor neutral, technical support consulting firm that looks at support entirely with a holistic viewpoint. Ivy has provided innovative, up-to-date technical solutions to thousands of top companies throughout the world.

1:00 - 5:00 pm



### **Benchmark Your Call Center "Start to Finish"**

**Dru Phelps**

Vice President of Consultant Relations

*BenchmarkPortal*

#### **SEMINAR OVERVIEW**

Join us for this special benchmarking event developed by renowned industry researcher and author, Dr. Jon Anton of Purdue University's Center for Customer-Driven Quality. If you are in charge of, or concerned about, the level of performance of your call center, then this is a must-attend workshop. You will learn how to do a performance gap analysis of your call center, complete with the size of each major gap and the cost of poor performance. Join us for this special benchmarking event and learn from Peer Group experiences to build your contact center into a world-class profit center. At the completion of the workshop, you will receive a personalized certificate of completion indicating that you qualify as a Certified Benchmarking Specialist!

#### **TOPICS TO BE DISCUSSED**

- What call center performance data lends itself best for benchmarking
- Entering data into the Purdue University benchmark database
- Selecting a Peer Group of similar Call Centers to benchmark
- Interpreting the results from the Purdue University Benchmark Report
- Calculating gaps in performance and selecting improvement initiatives based on performance gaps

#### **ATTENDEES WILL WALK AWAY WITH:**

- A comprehensive workbook and a sample case study
- A complete and individualized Call Center benchmark report
- A Benchmark Specialist Certificate of Completion

#### **ABOUT THE SEMINAR PRESENTER**



Dru Phelps, Vice President of Consultant Relations, shares her 18 years expertise in quality management systems and Industrial Engineering to initiate pragmatic improvements in service operations. Currently, Dru leads our valuation and certification of worldwide consultants who become auditors utilizing the BenchmarkPortal methodology. Her experience spans from measurable assessments to integration and assimilation within the industries of finance, utilities, medical and hospitality; specializing in Human Resources, Sales/Marketing, Web development and Contact/Call Centers. As a former consultant and author, she has actively been engaged with over 85 centers in North America alone.





## CO-SPONSORS

### PRODUCT SHOWCASE

Product Showcase Hours: Tuesday, October 22, 2002 | 4:30 - 6:30 pm  
Wednesday, October 23, 2002 | 12:00 - 1:50 pm

## Meet the Exhibitors and Establish a Competitive Edge.

Take this opportunity to get your feet wet and explore the leading service and tool providers in the industry. Get valuable advice from industry leaders and select the right services to create the most effective and efficient solutions for you!

At the Product Showcase you will...

- **See** the latest Help Desk and Call Center products, technologies and services
- **Hear** from the experts, what is the best Help Desk and Call Center strategy/solution for you?
- **Take home** information, hundreds of handouts, templates, prizes, samples and more!

### Platinum Co-Sponsors



**AG Communication Systems**, a subsidiary of Lucent Technologies, offers service providers advanced network-based solutions, including circuit and packet switching, voice-over-Internet protocol (VoIP) and IP Centrex, call center and integrated access products. The Phoenix-based company develops end-user applications that maximize revenue opportunities for service providers.

**AVAYA** Avaya is a global leader and innovator in enterprise communications serving customers requiring superior communications to power their business. Over 90% of the FORTUNE 500® rely on Avaya for secure network infrastructures and award-winning solutions including: converged voice and data networks, customer relationship management and unified communication. Supported by Avaya Labs, Global Services, Alliances and Business Partners.

**PIPKINS** Founded in 1984, **PIPKINS** is the leading supplier of enterprise workforce management software and services to the call center industry. PIPKINS' Vantage Point™ forecasts and schedules more than 100,000 agents in over 300 locations worldwide across a variety of industries including financial services, catalog/fulfillment, telecommunications, and outsourcing.



Through the power of **SpeechWorks** technologies, the human voice is all a caller needs to access instant information and conduct transactions from any landline or wireless phone. Government service and information delivery at the Internal Revenue Service, United States Mint, National Weather Service and several state and local governments are realizing returns on SpeechWorks applications that consistently delight and serve customers 24-hours a day. With over 150 partners, SpeechWorks Government Systems Group delivers natural language speech recognition, speaker verification and text-to-speech (TTS) to government organizations worldwide.

### Gold Co-Sponsor



**Primus Knowledge Solutions** provides knowledge application software that enables companies and their customers to access, analyze, and improve the information they need, easily and on demand. Primus® software delivers the ability to capture and share knowledge, increase employee productivity, improve customer self-service and enable a rapid return on investment (ROI).



**Witness Systems** is a leading global provider of business-driven multimedia recording, performance analysis and electronic learning management software. As an integrated solution, eQuality™ enables companies to record, evaluate, analyze and learn from customer contacts to generate additional revenue, develop staff, and achieve greater customer retention and loyalty.

## Additional Participating Companies

Adapt	GovConnect, Inc.	Spectrum Corp.
Apropos Technology	IEX	STI Knowledge Inc.
Blue Pumpkin	Magic Solutions	SYMON Communications, Inc.
Compu-Mart Magazine	Nuance	Targetvision
CrossTec-NetOpUSA	OutsourcingCentral.com	Unimax
Discern Communications	Phone Pro	UniPress Software
GMT Corp.	Respond Inc.	

► **Position your company** in front of a qualified audience by becoming an event sponsor or exhibitor. For more information on sponsorship and booth packages call (978) 470-3870 and speak with your account executive, Larry Dalton, today or send an email to [ldalton@dcicom](mailto:ldalton@dcicom)! Packages can be viewed online at <http://exhibit.dci.com/govcs>.

### Register Now For Your FREE Product Showcase Pass! (47152)

#### The Government Customer Support Conference

Tuesday October 22, 2002 • 4:30 - 6:30 pm and Wednesday, October 23, 2002 • 12:00 - 1:50 pm

Pre-register today and receive a FREE\* pass to the Product Showcase!

Complete this form and return to DCI by October 4, 2002.

**Fax this form to: (978) 470-0526**

##### Registration Information

FIRST NAME	LAST NAME	TITLE
COMPANY	DIVISION/BRANCH	MS/FLOOR
STREET ADDRESS		
CITY	STATE	ZIP CODE
BUSINESS PHONE	FAX	
EMAIL ADDRESS (REQUIRED: WE REGULARLY SEND CONFIRMATIONS AND LAST MINUTE CONFERENCE UPDATES VIA EMAIL)		SFH

##### PRIORITY CODE:

(Found in upper right hand corner of your address label on the back cover)

##### Five Easy Ways to Register!



**Fax:**  
(978) 470-0526  
24 hours a day



**Online:**  
[www.dci.com/events/govcs](http://www.dci.com/events/govcs)



**Call:**  
(978) 470-3880  
8:00am-5:30pm EDT, M-F



**Mail:**  
DCI, 204 Andover Street  
Andover, MA 01810



**eMail:**  
[ExpoReg@dci.com](mailto:ExpoReg@dci.com)\*\*

\*\*When responding electronically, please refer to your Priority Code found in the upper right-hand corner of your mailing label, and GOVCS 47152 in the subject line. Include your name, title, company, complete mailing address—indicating mailstop/division—telephone and fax numbers in the body of the message.



# Networking Opportunities & Product Showcase

**Tuesday, October 22, 2002**

12:00 - 1:20 pm

## **Networking Lunch / Awards - Best Government Call Centers, Presented by BenchmarkPortal**

ATTENTION: All call centers with an excellent reputation for high levels of performance. It's your turn to be recognized! You're invited to participate in a first-of-its-kind call center contest – the DCI Call Center Award of Excellence. Sponsored by DCI, and conducted in partnership with Purdue University and BenchmarkPortal, Inc., the contest is open to all call centers attending The Government Customer Support Conference. Each participating call center will receive a customized "Executive Benchmark Report", worth \$1,000, detailing their results. Participants also become eligible to receive the grand prize of ONE FREE SHOW ADMISSION (a \$1,300 value). Dr. Jon Anton of Purdue University's Center for Customer-Driven Quality will honor the winner at the DCI awards luncheon with an "Award of Excellence" plaque. Don't wait– enter your call center today! For a complete overview of the contest details go to [www.benchmarkportal.com/contest](http://www.benchmarkportal.com/contest).

4:30 - 6:30 pm

## **Networking Reception / Visit the Product Showcase**

Sample festive food and drink while networking with fellow colleagues and solution providers on the showcase floor. Learn the latest in technology and services to help you save time and money from industry leading solution providers.

**Wednesday, October 23, 2002**

8:00 - 8:50 am

## **Continental Breakfast / Call Center & Help Desk Facilitated Working Sessions**

During these facilitated, peer working sessions, you'll be grouped by the type of support you provide (IT, non-IT, Call Center, etc.) and your level of Government (federal, state, local) with your peers and a facilitator to address and share solutions to today's top challenges in public sector customer support. Key results of your group's work will be captured and distributed to the group, as well as briefed to the rest of the conference attendees in the first session on Thursday. Bring your ideas and come with your sleeves rolled up to contribute your knowledge and experience!

12:00 - 1:50 pm

## **Networking Lunch / Visit the Product Showcase**

Take the opportunity to network with leading solution providers on the showcase floor while enjoying a casual lunch. Learn the latest in technology and services to help you save time and money from industry leading solution providers.

**Thursday, October 24, 2002**

8:00 - 8:50 am

## **Continental Breakfast / Working Group Reports**

Join everyone to find the results from Tuesday morning's peer working group. Wednesday morning's peer working groups will summarize their findings, recommendations, and lessons shared on today's top challenges in public sector customer support. Hear how the solutions and experience compare and vary among levels of government and types of support provided, across government.



# Government Customer Support Conference

October 22-24, 2002

Sheraton Premiere at Tysons Corner  
Vienna, VA

REGISTRATION



REGISTER TODAY!

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REGISTER ONLINE:  
www.dci.com/events/govcs



CALL: (978) 470-3880  
(8:00am - 5:30pm EDT, M-F)



FAX: (978) 470-0526  
(24 hours)



EMAIL:  
ConfReg@dc1.com\*



MAIL: DCI  
204 Andover Street  
Andover, MA 01810

\*When responding electronically, please refer to your PRIORITY CODE and GOVCS 47185 in the subject line. Include your name with company, complete mailing address, indicating mailstop, telephone and fax numbers.

Regular 2 1/2-day conference price is \$1295 and 3-day conference price is \$1495. **Prices listed below include a \$200 discount for Government attendees.**

Government discount of \$200 does not apply to the 2 day certification course below. You must provide your priority code found in the upper right hand corner of your address label on the back corner to receive this government discount.

## Conference Packages

(Please select from the following packages and sessions and complete the section on the right.)

☐ (47185) 3 DAY CONFERENCE (Tuesday-Thursday) ..... ~~\$1295~~ **\$1495**  
Core conference PLUS a half day post-conference seminar on Thursday  
(please select a post-conference seminar below)

☐ (47185) 2 1/2 DAY CORE CONFERENCE (Tuesday-Thursday) ..... ~~\$1095~~ **\$1295**  
Core conference only

## Post-Conference Seminars

Half Day Stand-Alone Fee (Thursday, 1:00 - 5:00 pm) ..... **\$295**

☐ (82581) Top 10 Tips for e-Service and e-Support

☐ (82567) Benchmark Your Call Center "Start to Finish"

## Two-Day Certification Course (Sun.-Mon.)\*

\*Certification course not included in conference packages. You must sign up for this certification course separate from the above packages.

☐ (82521) Certified Help Desk Manager™ (CHDM) ..... **\$995\***

\*This price is a special government price. No discounts can apply to this certification course.

## Product Showcase

☐ (47152) Product Showcase only ..... **FREE\***

\*When responding electronically, please refer to your PRIORITY CODE and Government Customer Service - 47185 in the subject line. Include your name with company, complete mailing address, indicating mailstop, telephone and fax numbers.

## Event Payment/Cancellation Policy

Payments, both domestic and international, must be received on or before October 18, 2002. No attendee will be admitted into the conference without payment by either check, cash, travelers check, credit card, training document or purchase order. Substitutions may be made at any time. Cancellations made by October 4, 2002 will be subjected to a cancellation fee of \$100. Confirmed registrants who do not attend the conference or who cancel after October 4, 2002, are liable for the entire registration fee. All cancellations must be made in writing. Please note: Non-payment does not constitute cancellation.

To facilitate your registration you will be assigned a confirmation number. This confirmation number will appear on your confirmation letter and invoice/receipt. If you have not received your confirmation packet and confirmation number within 5 business days of registering, please call DCI Customer Service at (978) 470-3880. While late registration and walk-ins on site are accepted, save time by receiving your badge in the mail - just register and pre-pay two weeks or more before the event. Bring your badge to the Express Registration counters on-site for fastest admission.

(Please print. Please photocopy for additional registrants.)

## Conference and Hotel Registration Information

☐ CONFERENCE ☐ HOTEL

FIRST NAME

LAST NAME

TITLE

COMPANY

ADDRESS

MAILSTOP

CITY

STATE

COUNTRY

ZIP

BUSINESS TELEPHONE

FAX NUMBER

EMAIL

\*Email address required. (We regularly send confirmations and last minute conference updates via email)

## Method of Payment

☐ CONFERENCE ☐ HOTEL

Payments must be received on or before October 18, 2002



CARD NUMBER

EXP DATE

CARDHOLDER'S NAME (PLEASE PRINT)

AUTHORIZED SIGNATURE

☐ Check Enclosed for (Make Payable to DCI)

☐ Please bill me. My purchase order # is: \_\_\_\_\_

## Hotel Reservation Information

Please indicate if you are: ☐ An Attendee ☐ An Exhibitor ☐ A Speaker

ARRIVAL DATE

DEPARTURE DATE

# NIGHTS

**Hotel reservations cannot be processed without a credit card number.**

☐ Smoking Room

☐ Non-smoking Room

☐ S = Single (1 person, 1 bed)

☐ DD = Double/Double (2 people, 2 beds)

☐ D = Double (2 people, 1 bed)

☐ SU = Suite (indicate 1 or 2 bedrooms)\*

\*If requesting accommodations for two people, indicate the full name of the sharing party below:



**Conference &  
Travel Services (CATS) -**  
DCI's Official Travel Agency

**Meeting Site & Host Hotel:**  
Sheraton Premiere at Tysons Corner

CATS and DCI are pleased to offer you special hotel rates.\* We also offer discounted airfares on designated airline carriers. To receive discounted reservations or information on these special services, please contact Conference and Travel Services (CATS):

**Call: 1-800-767-2755 or 1-978-470-3933 | Fax: 1-978-470-2506**

**Email: cats@CATStravel.com | Web: www.CATStravel.com**

Discounted rates are available up to four weeks prior to the event at which time room reservations are on a space-available basis. Additional hotels and rates are available upon request. Early booking is strongly advised.

\*Discounts only apply to reservations made through CATS.

**Negotiated Airfares Available — We Have Great Rates!**

# The Government Customer Support Conference

Enabling Call Center and Help Desk Excellence in the Public Sector

October 22-24, 2002 | Sheraton Premiere at Tysons Corner | Vienna, VA

Produced By



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## Special Event Features and Highlights

The main goal of this conference is to tackle various Help Desk and Call Center issues as they relate to the public and private sector. Take advantage of our numerous networking opportunities to establish vital contacts in the industry.

### Tuesday, October 22, 2002

#### 12:00 - 1:20 pm Networking Lunch / Awards -

Best Government Call Centers Presented by BenchmarkPortal

#### 4:30 - 6:30 pm Networking Reception / Visit the Product Showcase

This is a perfect place to mingle with colleagues and conference faculty, while exploring the numerous Help Desk and Call Center options/solutions the exhibitor community has to offer.

1:30 - 2:50 pm

**CASE STUDY - Navy Federal Credit Union - Getting the Most from Our Workforce**

3:00 - 4:20 pm

**CASE STUDY - IRS - Reinventing Call Center Operations**



### Wednesday, October 23, 2002

#### 8:00 - 8:50 am Continental Breakfast / Call Center & Help Desk Facilitated Working Sessions

Capitalize on this opportunity to network with colleagues to identify the best ways of dealing with staffing, motivation, retention, change management and lifecycle support challenges

10:00 - 10:50 am

**CASE STUDY - City of Bellevue, Washington - Training your Staff, Empowering Your Organization**

**CASE STUDY - GTSI - Plan for Success: Service & Support Performance Management 101**

12:00 - 1:50 pm

**Networking Lunch / Visit the Product Showcase**

3:30 - 4:50 pm

**CASE STUDY - End User Best Practice**

### Thursday, October 24, 2002

#### 8:00 - 8:50 am Continental Breakfast / Working Group Reports

#### ADDED BONUS!

All conference attendees will receive a **FREE Executive Benchmark Conference Report** (a \$1,500 value). The report, based on Dr. Jon Anton's proprietary contact center audit process, will measure your performance on 15 key metrics against all participants in our database.

#### Leading Edge Awards Presentation

**ATTENTION:** All call centers with an excellent reputation for high levels of performance.

**It's your turn to be recognized!**

See page 14 for details.

Visit [www.dci.com/events/govcs](http://www.dci.com/events/govcs) for complete event details!

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